



King County

Countywide Performance Management Work Group (PMWG)

Annual Report for 2010 Work Plan for 2011

King County Auditor's Office

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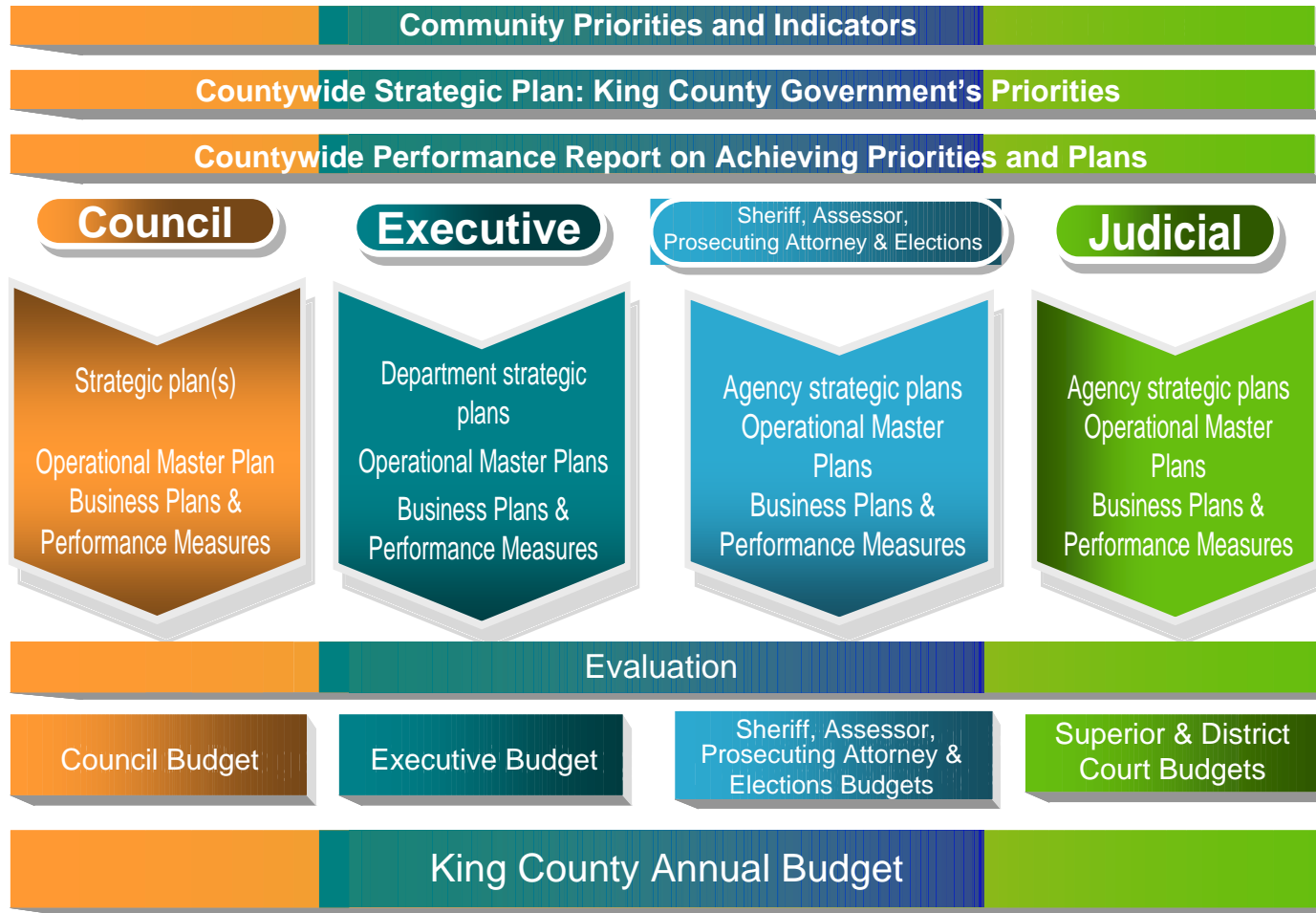
Government Accountability & Oversight Committee

April 5, 2011

PMWG Accomplishments & Plans

- The PMWG has advanced and supported the Vision of a Countywide Performance Management (PM) Program since the PMWG was mandated in 2003
- Noteworthy progress made in 2010 to achieve the Vision
- PMWG to advise on developments to continue advancing the PM Program

The Vision & Framework



2/9/10

Codified PMWG's Role

“A forum for managers and others responsible for performance management across county government to coordinate implementation of the goals of the countywide performance management and accountability system, including the countywide strategic plan. The workgroup shall advise the county council and shall be chaired by the county auditor.”

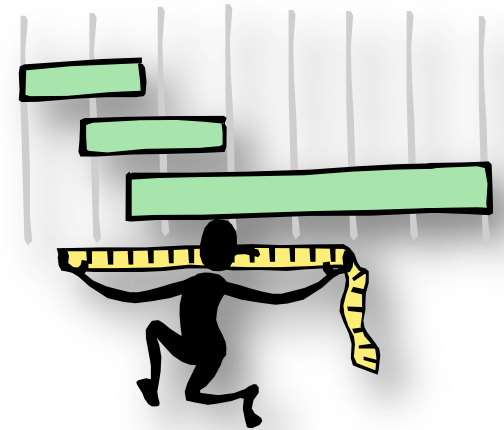


PMWG's Mandate in Code

- Advise on implementation of a countywide performance management and accountability system
- Provide a collaborative forum among county peers on performance management and measurement and coordinate with potential partners outside of King County government
- Advise on the county's training curriculum on performance management and measurement
- Advise on new developments in the field and potential opportunities to improve the county's performance management and accountability system

PMWG Mandated Role

- May review county agency, department, and office strategic plan and updates before transmittal to the King County Council
- Upon completion of the final countywide strategic plan, undertake an advisory review of the 2008 Performance & Accountability Act



Advise on Implementation of a Countywide Performance Management & Accountability System

- Monthly GAO briefings on performance management and accountability issues:
 - Included elements of performance management and accountability system, reporting methods, accountability lines
- King County Strategic Plan/Agency Strategic Plan Alignment review:
 - Developed a template and recommendations for better alignment of agency-level plans with the countywide strategic plan

Advise on Implementation of a Countywide Performance Management & Accountability System (continued)

- Business Plan/Budget Process Linkage review
 - Survey distributed to budget developers and reviewers in all departments/agencies
 - High rating for Performance, Strategy and Budget Office's (PSB's) support, but concerns about timing and deliverables
 - Strengthen linkages to performance management and accountability
 - Clarify linkages between business plans and other agency plans
 - Strengthen consistency and approach for council and executive use



Collaborative Forum Among Peers

- Provide a “collaborative, safe space to talk about the mechanisms of performance management in an inter-branch setting”
- Ten PMWG meetings in 2010
- Meetings include discussion time for the group
- Representation from all branches in subcommittee membership



Advise on New Developments in the Field & Potential Opportunities

- Discussed research report prepared by SMG/Columbia Consulting Group on how four different jurisdictions, Pinal County (AZ), Albuquerque (NM), Washoe County (NV), and Montrose County (CO) achieved cross-branch accountability and collaboration
 - Some findings:
 - ✓ Ongoing struggle to achieve cross-branch/departments collaboration
 - ✓ Jurisdiction-wide leadership reviews performance quarterly
 - ✓ Employee engagement typically includes surveys and training
 - ✓ Public engagement typically includes a combination of surveys, public meetings, and annual reports

Advise on New Developments in the Field & Potential Opportunities (continued)

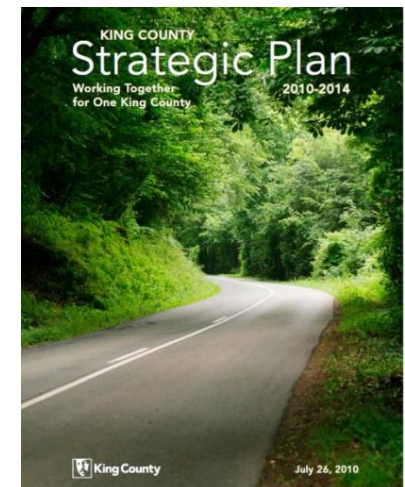
- Briefing on the Community Indicators Consortium's Performance Measures-Community Indicators Integration Project
 - Why integrate?
 - ✓ Provide evidence of program service performance improvements related to citizens' priorities, as reflected by the indicators
 - ✓ Increase citizens' confidence in their government's progress toward goals reflected by the indicators and measures
 - ✓ Enhance the use of data by citizens and public officials for public debate, decision-making, and allocation of scarce resources
- Other research and training opportunities made available to group



Review of Agency, Department & Office Strategic Plans & Updates Before Transmittal to Council

PMWG reviewed and provided comments on the different draft versions of the countywide strategic plan prior to the plan's transmittal to the King County Council

- Completed several reviews providing input to PSB/executive and council about allocating accountability, use of measures, and relationship between reporting levels



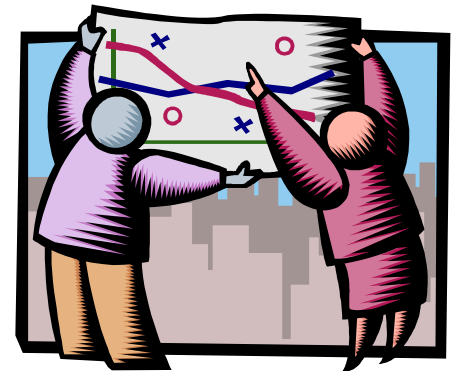
Advisory Review of Ordinance 16202 – The 2008 Performance & Accountability Act

The PMWG initiated the review of KCC 2.10 with the creation of the Code Revision Subcommittee in November 2010. The subcommittee work is ongoing with reporting to the full Work Group later this year

- Review of language, timeline, deliverables, and whether they need to be updated
- Work happens in coordination with PSB's evolving performance management framework

Moving Forward

- Where are we?
 - Implementation of countywide strategic plan underway including development of performance measures and agency strategic plans
- What's next?
 - Establishing and reporting on measures/targets?
 - Alignment to budget process?
 - Enhance public reporting and engagement?
 - Evaluate if meeting the “One County” Vision?



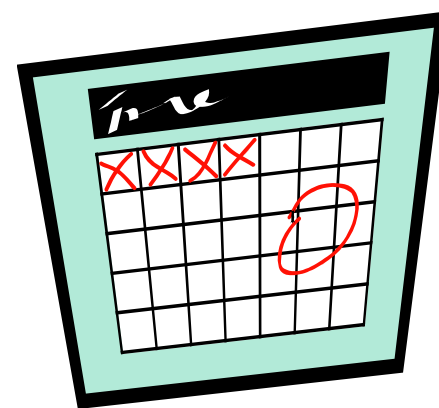
2011 Work Plan



The PMWG will continue its advisory capacity to promote the vision of an integrated performance management system that will inform decision-making (including the budget process) and promote accountability (including to the public)

Key 2011 Milestones

- Budget Instructions (March)
- PSB Briefing to COW (June 11)
- Performance Measurement Plan (June 30)
- Performance and Accountability Group Meetings (February and July)
- Budget Approval (November)



Advise on Implementation of a Countywide Performance & Accountability System

- *Code Revisions Subcommittee* will continue its review of existing code language and will provide its recommendations to council
- *Tiered Planning/Goal-Level Planning Subcommittee* will coordinate with PSB about progress toward the structure of intermediate plan

Advise on Implementation of a Countywide Performance & Accountability System (continued)

- *Business Plan-Budget Evaluation Subcommittee* will reconvene in August to obtain timely feedback on the 2012 budget process from practitioners and reviewers and will report to PMWG in November
- *Performance Measurement Framework Review Subcommittee* will review and provide feedback on framework prior to PSB's presentation to council in June
- Additional briefings to GAO as needed

Provide a Collaborative Forum Among County Peers & Coordinate with Potential Partners Outside King County Government

- Member organizations are given an opportunity to share their progress with the group at the opening of each meeting
- Briefings by members on elements of framework
 - Examples of additional planned briefings to PMWG:
 - ✓ Product Catalog (March)
 - ✓ Goal-Level Planning (March)
 - ✓ Employee Performance and Accountability System (April)
 - ✓ King County Auditor's Office Overview of Performance Audits (May)
 - ✓ ABT (June)
 - ✓ Performance Measures/Community Indicators Integration (July)

Advise on New Developments in the Field & Potential Opportunities to Improve the County's Performance Management & Accountability System

- Share low cost and local training opportunities with members, e.g.,
 - Community Indicators Consortium (CIC) eConference with Community Indicators/Performance Measures Track (April 11-15, 2011)
 - Association of Government Accountants (AGA) Performance Management Conference (November 3-4, 2011 in Seattle)

Acknowledgements

- Council/Council Staff
- Performance, Strategy & Budget Office (PSB)
- Countywide Performance Management Work Group (PMWG)

